

AGENDA ITEM



**CITY OF LODI
COUNCIL COMMUNICATION**

AGENDA TITLE: Discussion and potential action regarding the award of the San Joaquin County ambulance bid to American Medical Response.

MEETING DATE: November 15, 2005

PREPARED BY: Michael E. Pretz, Fire Chief

RECOMMENDED ACTION: That Council discuss and give appropriate direction regarding the proposed award of the San Joaquin County ambulance bid to American Medical Response.

BACKGROUND INFORMATION: The San Joaquin Board of Supervisors will be taking action on the ambulance bids at the November 15th meeting. Due to the accelerated schedule of the RFP process and review of the American Medical Response and Priority One proposals, a special meeting is needed to receive Council direction. Attached you will find a memo reviewing the ambulance bids.

FISCAL IMPACT: None

FUNDING AVAILABLE: N/A


Michael E. Pretz, Fire Chief

MEP/lh

Attachment

APPROVED: 
Blair King, City Manager



CITY OF LODI

FIRE DEPARTMENT

MEMORANDUM



TO: Honorable Mayor and Members of the City Council

THROUGH: Blair King, City Manager

FROM: Michael E. Pretz, Fire Chief

DATE: November 10, 2005

SUBJECT: Ambulance Bid

As you are aware, the San Joaquin County Emergency Medical Agency (SJCEMSA) has released their recommendation for ambulance service throughout the County including the City of Lodi. Of the three proposals submitted, SJCEMSA has determined the AMR proposal should be accepted. The Board of Supervisors is scheduled to vote on the recommendation November 15th.

The recommendation to award AMR an exclusive operating contract is not without controversy. In fact, the competing providers, Priority One and City of Stockton/Rural-Metro, have filed protests. The nature of these protests range from incomplete/inadequate supporting documentation, conflicts of interest between AMR and the raters, a flawed RFP process, to financial data that simply does not add up. In addition, the City of Stockton is pursuing legal remedies regarding the Joint Venture Agreement (JVA) that both the City of Stockton and the City of Lodi are parties to.

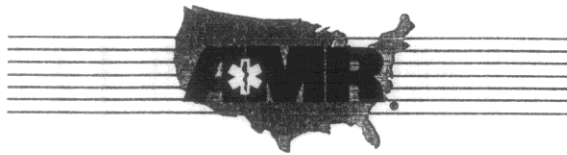
After reviewing the RFP process, there are two areas with which the City of Lodi should be concerned. In the course of developing the RFP, fire department staff met with the County's consultants to help design the pre-hospital care system. In public meetings and in written correspondence, the need for a fire department element for the provision of emergency medical care was discussed. There is no denying, the fire departments throughout San Joaquin County are an integral part of the EMS system, a statement agreed to by the consultants. However, when the RFP was released, the fire departments role and contribution to the EMS system was completely ignored. The RFP was written as if the San Joaquin County was a large rural county with no urbanized areas. Every county surrounding San Joaquin County has grappled with this issue and in every case, have developed a sophisticated program in which the citizens are well served. This RFP does not serve the City of Lodi or its citizens well.

The second area of concern is the role of emergency dispatching. The City of Lodi is on record objecting to outsourcing this vital role to a private provider with no County or public sector oversight. Typically, the county maintains control over the radio system and dispatching computers and may utilize a private vendor to perform dispatching tasks. Under the current bid provided by AMR, there is no ability by the county to control costs, manage the system, or perform other administrative duties.

In reviewing the AMR proposal, there have been significant changes from AMR's signed letter of intent with the City of Lodi and what has been proposed to the County. For example, in an April 20, 2005, memo from Lou Meyer AMR vice-president, AMR stated their willingness to pay to the City \$18,829 per first responder engine. This amount will offset EMS costs by \$94,145 per year. In addition, the fire department was to assure three scholarships for paramedic training per year. The AMR proposal before the Board of Supervisors offers a reduction in dispatch charges to be used toward EMS costs. The cost reduction can only be realized by fragmenting the regional dispatch system and out sourcing our current agreements with the City of Stockton. The paramedic scholarships are now offered county-wide rather than Lodi specific. The City of Tracy is experiencing similar problems with the AMR bid.

The Priority One bid reimburses the fire department \$117,150 for first response in the first year of the contract and grows to \$125,125 in year three. In addition, 6 ambulances will be stationed in Lodi, 3 ambulances will be 24 hour vehicles, 2 ambulances will be 10 hour vehicles, 1 ambulance will operate an 8 hour day, and 1 supervisor vehicle. In discussions with Michael Parker, he stated he is looking for a 40,000 square foot building to house his operations including fleet maintenance.

It is my intention to address these two issues at the Board of Supervisors meeting on November 15th. I believe it is important that the City of Lodi be on record regarding these issues.



filed FD

AMERICAN MEDICAL RESPONSE®

April 20, 2005

Michael Pretz, Chief
Lodi Fire Department
25 East Pine Street
Lodi, CA 95240

Dear Chief Pretz,

American Medical Response is in receipt of your email correspondence sent April 4, 2005 proposing a revised first responder fee level. AMR would agree to the amount of \$18,829 per strategically located first responder engine on an annual basis, contingent upon execution of a revised Memorandum of Understanding (MOU) which would supersede and replace the Joint Venture Agreement entered into by the Parties as of July 3, 2003.

AMR will be contacting you to set up a meeting time to further discuss details of the MOU.

Thank you for your diligence in this matter.

Sincerely,

Lou Meyer
Chief Executive Officer
Northwest-Plains Region
American Medical Response West, Inc.

cc: Brad White, Vice President of Operations, AMR
Barry Elzig, Director of Operations, AMR
Michael Hakeem, Esq.,
Michael Scarano, Esq.
Blair King, Lodi City Manager

filed FD

TRACY FIRE DEPARTMENT

The Critical Role of Local Fire Departments in the Advanced Life Support Pre-hospital
Emergency Medical System Response System.

Seconds can be the Difference Between Life and Death!

When emergency medical professionals respond to a call for assistance, time becomes a critical factor. Seconds can mean the difference between life and death for people suffering a heart attack or stroke as well as those victims of vehicle and industrial accidents who suffer serious trauma. Regardless of their location, community citizens, visitors and business owners have a reasonable expectation they will receive emergency response service in the timeliest manner possible.

This expectation places requirements on a local government to provide emergency response service. Due to the nature and location, most fire department response protocols are established to provide timely service regardless of the nature of the call for service. Given these two factors it's easy to understand the critical role local fire departments play in providing the initial emergency medical response to those incident scenes. Fire stations, which are located throughout the community in an effort to maintain the shortest possible response times, allow the agency to place emergency resources on an incident scene within a matter of minutes.

Firefighter/Paramedics Utilized to Reduce Response Times

Throughout the country the pattern was the same, the fire department arrived on the scene of an emergency only to wait for the private ambulance to transport the patient to the hospital. Many times this wait was at the expense of the patient's life. Approximately forty years ago Los Angeles County Fire Department was one of the first areas in the Country to implement a program of placing Advance Life Support (ALS) units, or paramedics, in many of their fire stations. This program was so successful in saving lives that today it's common practice throughout the country for cities and counties to staff their fire apparatus with firefighter/paramedics.

There are few individuals who better understand the importance of a timely response than the highly trained men and women in the fire service. These skilled professional are highly trained to handle all types of emergencies, including emergency medical incidents. With the understanding that time is of the essence when dealing with medical conditions, fire fighters are prepared and equipped to deliver the most effective pre-hospital medical care possible at an incident scene while working under the immediate supervision of an emergency room physician. In essence these professionals are bringing emergency room care to the scene of every incident.

Advanced Life Support pre-hospital care often means the difference between life and death for those victims of heart attack, stroke and accidents. In an effort to administer this care in an effective manner it's critical that skilled emergency responders receive notification of the incident as quickly as possible. In order to be included in this notification system, it's imperative local fire departments be considered as the first link in

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the life safety chain for emergency medical care. By recognizing local fire departments in the emergency medical system, we can ensure the citizens of our jurisdiction are receiving the highest level of care available at all times.

Public/Private Partnerships Prove to be an Effective Alternative

In order to provide the most effective level of care for those residents and visitors of the county, it's imperative that **all** aspects of the response system be considered before critical decisions are made regarding service delivery. As public officials we have a duty to ensure the residents of San Joaquin County are receiving the most efficient and effective service available in the timeliest manner possible. By recognizing each agency's role in the emergency medical response system it enables us to prepare for, and provide quality care to the patient.

In order to provide the most comprehensive service possible it's imperative that local fire departments enter into ALS partnership with the ambulance service who is chosen to provide transport service in San Joaquin County. These partnerships will allow for the most comprehensive service possible by keeping ambulance transport providers and local fire departments focused on the issue of patient care. Partnerships also allow agencies, whether public or private, to establish collaborative training and quality assurance programs. Most importantly, this partnership is essential in providing a method of funding ALS Programs throughout the County.

Through this collaboration both agencies will develop and foster a relationship focused on interagency cooperation, resource sharing and mutual respect, which in turn will provide the best service possible for the citizens they serve. In order for these agencies to develop this relationship they must be provided with a level platform from which to work. This level platform requires that all agencies be considered as equal partners, which will require the County's EMS governing body to recognize local fire department's ability to stop the response clock when they arrive on an incident scene. If these agencies are working in partnership then the fire department arriving on an incident scene should be considered no different than an ambulance arriving at the incident scene. Specifically if that fire unit is ALS service.

Counties Require Public/Private Partnerships as Part of an Ambulance RFP

As an example, the Santa Cruz Board of Supervisors in April of 2002 approved an ambulance RFP that included the language "Fire service is an integral part of Santa Cruz County EMS..." The approved submitted bid was based upon a binding agreement between the ambulance contractor and the County's fire service providing for an integrated ALS program reducing on-scene times throughout the County. In Alameda County the ambulance RFP contains the following language "COUNTY agrees to facilitate the use of fire department ALS first response as a cost-effective mechanism. To support such services, CONTRACTOR agrees to provide funding to the COUNTY in the amount of one million nine hundred twenty thousand dollars (\$1,920,000) annually. This first responder subsidy is contingent on the availability of 64 paramedic engines

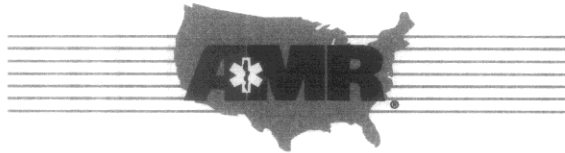
TRACY FIRE DEPARTMENT

companies/stations, twenty-four (24) hours per day, and three hundred sixty-five (365) days per year." In Contra Costa County the successful ambulance bidder is providing six transport-capable vehicles to be staffed by firefighter/paramedics and will be used in pre-defined and urgent circumstances.

San Joaquin County Continues to Lag Behind

It's unfortunate that today most of the residents, businesses and visitors in San Joaquin County do not have the same availability of Advanced Life Support units that currently exists in the majority of the State as referenced in the above examples. The delay of paramedics to the scene of an emergency, along with the lack of a countywide coordinated fire based ALS program in San Joaquin County, has resulted and will continue to result in the loss of life. The current leadership at the County's EMS Agency refuses to accept a program which has proven to be enormously successful in saving lives. As the population of San Joaquin County continues to increase it is critical to the safety of our residents that we begin to understand and embrace the important role local fire departments play in ensuring the fast, initial pre-hospital care provider be recognized as the first link in the Chain of Survival.

The question needs to be asked in San Joaquin County..."why do we continue accept a lower level of service in this County? The County is about to enter into a five-year agreement with the successful ambulance bidder that will only further fragment an already fragile emergency pre-hospital response system.



filed 11-15-05
AMR

AMERICAN MEDICAL RESPONSE®

November 15, 2005

The Honorable Mayor and Members of the City Council
221 West Pine Street
Lodi, CA 95240

Re: November 10, 2005 memorandum from Michael E. Pretz, Fire Chief

Dear Mayor and Members of the Council:

AMR wishes to clarify and provide further information to the Lodi City Council in response to the November 10, 2005 memorandum written by Lodi Fire Chief, Michael Pretz. AMR believes that the Chief has inadvertently omitted important facts.

American Medical Response respectfully requests that Chief Pretz, if he chooses to address the Board of Supervisors include within his remarks the clarifying information below.

Following submission of EMS proposals to the County on September 22, 2005, an independent proposal review committee read proposals and later heard oral presentations. On October 14, 2005, the proposal review committee recommended that San Joaquin County negotiate a contract with American Medical Response-West (**attachment 1**). The recommendation document among other comments states:

- *"AMR rates were the lowest of the proposers"*
- *"They (AMR) guaranteed ambulance response times that were the fastest"*
- *"AMR also demonstrated the strongest financial strength and stability of the three proposals."*
- *"The proposal (AMR's) offered a design that integrated services within the three zones and offered significant regional resources, including ambulances and a full back-up dispatch center."*

Following the above referenced announcement, the RFP process included the opportunity for bidders not selected to submit protests. The City of Stockton and Priority One filed protests following which County Health Services Director, Ken Cohen stated that the County has found the protests to be without merit. On November 4, 2005, Mr. Cohen responded in writing to the protesting agencies (**attachment 2**) stating: *"In conclusion all issues of protest submitted by (Stockton Medical Services and Priority One Medical Transport) are determined to be without merit and the protest is subsequently denied."*

The memorandum to the Council states, "This RFP does not serve the City of Lodi or its citizens well." However, it does not provide any examples to demonstrate his conclusion. Among many positive outcomes of the RFP process, AMR's proposal offers:

- *Fastest paramedic ambulance response time*
- *Lowest cost to the citizens served*
 - *AMR Option A proposal \$259.88 less per call than Priority One*
 - *AMR Option B proposal \$349.88 less per call than Priority One*
- *Public assist ambulance response (response without transport)*
 - *AMR proposal – \$0*
 - *Priority One proposal - \$95*
- *Treat and release ambulance response (response and treatment with no transport)*
 - *AMR proposal – \$0*
 - *Priority One proposal - \$125*
- *Reduced cost of EMS dispatching*
 - *Today the City of Lodi pays \$25.52 per EMS dispatch*
 - *AMR's proposal the City of Lodi pays \$9.75 per EMS dispatch*
- *Ambulances dedicated to 911 system coverage*
- *Enhanced supervision and additional Field Training Officers*
- *Specialized geriatric training of our paramedics to enhance service to our seniors*

The Chief appears to have obtained inaccurate information with regard to EMS dispatch. His memorandum to the council states, "Typically, the county maintains control over the radio system and dispatching computers and may utilize a private vendor to perform dispatching tasks." None of the three RFP proposals offered county control over the radio system and dispatching computers. AMR is not aware of a "typical" methodology and offers the following examples of surrounding Northern California counties:

- Stanislaus County: EMS dispatch center radio system and computers are owned and controlled by the private EMS provider.
- Alameda County: EMS dispatch center radio system and computers are owned and controlled by the private EMS provider.
- Contra Costa County: EMS dispatch center radio system and computers are owned and controlled by the private EMS provider.
- Yolo County: EMS dispatch center radio system and computers are owned and controlled by the private EMS provider.
- Placer County: EMS dispatch center radio system and computers are owned and controlled by the private EMS provider.
- Sonoma County: EMS dispatch center radio system and computers are owned and controlled by the County EMS provider

With regard to dispatch, Chief Pretz also states: "The City of Lodi is on record objecting to outsourcing the vital role to a private provider with no County or public sector oversight." In fact, AMR's proposal states the following: "*Independent oversight (AMR*

Dispatch) from a user group comprised of EMS Agency staff, North and South County Fire Department user groups, private ambulance users, and a representative from the County Board of Supervisors, ensuring true accountability and responsive service for the dispatch system (attachment 3.)"


With regard to the Joint Venture Agreement (JVA) between the City of Lodi, City of Stockton, and AMR, the Chief's memorandum to the Council raises the issue that AMR's EMS proposal is different than the JVA. In early August of 2005, I contacted the Chief by telephone advising him of the impasse of negotiations with the City of Stockton. I further informed the Chief, followed up in writing (**attachment 4**) on August 16, 2005 that *"We do not believe our impasse with Stockton constitutes an impediment to finalizing a proposed arrangement with Lodi that meets the foregoing criteria, and would be pleased to proceed with further discussions toward that goal."*

On September 7, 2005, the Chief sent a letter to AMR effectively stating that he would not be proceeding with further discussions (**attachment 5**). The letter stated, *"We will not commit to any provider until the RFP process has been concluded. At the conclusion of the bid process, however, we are looking forward to discussing a future partnership. It is our hope that such a partnership will be included in the final contract with the San Joaquin County EMS Agency."* AMR is concerned that in his memorandum to the Council the Chief now claims that we did not put his desires into our proposal when he declined in writing to negotiate further with AMR until after the award on November 15, 2005.

The Chief also discusses monies Priority One offered in their proposal (not selected by the review committee) to pay the Lodi Fire Department for first response services. However, the Chief fails to advise the Council of the cost to the citizens of Lodi who use ambulance services. Priority One's proposal (**attachment 6**) requires the citizens of Lodi to pay an additional \$349.88 each time they use an ambulance in order to provide their Option B fees and services to Lodi Fire.

In conclusion, AMR again respectfully requests that, if Chief Pretz chooses to address the Board of Supervisors that he include within his remarks the clarifying information provided.

Respectfully submitted,


Louis K. Meyer, Chief Executive Officer
American Medical Response, West Region

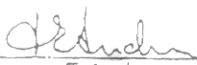
October 14, 2005

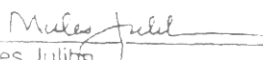
Mr. Ken B. Cohen, Director
San Joaquin Health Care Services Agency
500 West Hospital Road
French Camp, CA 95231

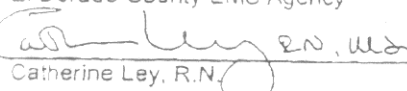
Dear Mr. Cohen:


The Ambulance Proposal Review Committee has reviewed the proposals submitted by ambulance providers who have proposed service to San Joaquin County. This review consisted of review of the written documents and presentations by the proposers which were followed by question and answer periods.

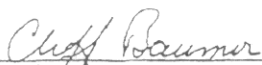
Based on this process, the Committee recommends that San Joaquin County negotiate a contract with American Medical Response-West to provide service within the Zone A, B, and C exclusive operating areas, based on their Option A proposal.

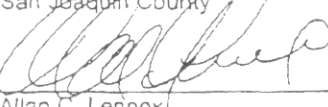

James E. Andrews, M.D.
EMS Medical Director
Central California EMS Agency &
Merced County EMS Agency

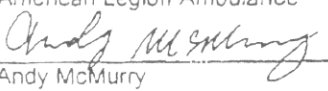

Miles Julina
EMS Administrator
El Dorado County EMS Agency

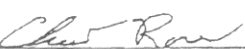

Catherine Ley, R.N.
EMS Nurse
Mercy Medical Center-Redding


Hosahalli P. Padmesh, M.D.
Citizen Representative and President,
San Joaquin County Medical Society


Cliff Baumer
Director of Purchasing and Support Services
San Joaquin County


Allan C. Lennox
General Manager
American Legion Ambulance


Andy McMurtry
Division Chief
California Department of Forestry and Fire


Chris Rose
Senior Deputy County Administrator
San Joaquin County

The Committee recommends that San Joaquin County negotiate with American Medical Response-West (AMR) to serve Zones A, B, and C. The Committee unanimously agreed that this was the best option among those presented by the proposers to serve these zones. The Committee further recommends that the contract be based on AMR's "Option A."

The committee recommends that the following be considered in the negotiation, implementation, and monitoring of the contract:

- The contract should carefully provide for monitoring of the Contractor's quality management program.
- If AMR and fire departments opt to enter into an arrangement for fire dispatching, as described in AMR's "Option B", it should not result in higher ambulance charges.

The Committee met October 12-14, 2005 in Stockton, California. The Committee reviewed the written proposals submitted by AMR, Priority One (P1), and the City of Stockton/Rural-Metro (S/R-M). Each proposer was invited to make a 45 minute presentation to the Committee. These were followed by a question and answer period.

Each Committee member read the proposals prior to the meeting and individually ranked them within each of the areas identified in the request for proposals. At the beginning of the meeting, Committee members' rankings were shared for comparison and the differences were discussed. These evaluations were preliminary and were not retained by the Committee.

Committee members discussed rankings within each evaluation area. The evaluation areas were:

- Credentials: experience, financial strength
- System design and rural parity
- Operations
- Personnel
- Quality/performance
- Data and reporting
- Financial and administrative
- Community service programs

San Joaquin County Ambulance Proposal Review Committee

Final Report

The following is the final report of the San Joaquin County Ambulance Proposal Review Committee, appointed by the Health Care Services Agency Director. Members of the committee are:

James E Andrews, M.D.
EMS Medical Director
Central California EMS Agency &
Merced County EMS Agency

Cliff Baumer
Director of Purchasing and Support Services
San Joaquin County

Miles Julihn
EMS Administrator
El Dorado County EMS Agency

Allan C. Lennox
General Manager
American Legion Ambulance

Catherine Ley, R.N.
EMS Nurse
Mercy Medical Center-Redding

Andrew McMurry
Division Chief
California Department of Forestry and Fire

Hosahalli P. Padmesh, M.D.
Citizen Representative and President,
San Joaquin County Medical Society

Chris Rose
Senior Deputy County Administrator
San Joaquin County

Robyn Truitt Driven (Non-voting)
Assistant County Counsel
San Joaquin County

After all of the presentations, Committee members again discussed rankings. Each member of the Committee again ranked the proposals and an average ranking was computed. The rankings were as follows:

Committee member	AMR	P-1	S/R-M
1	1	3	2
2	1	3	2
3	1	3	2
4	1	3	2
5	1	3	2
6	1	3	2
7	2	3	1
8	2	3	1
Average	1.25	3.00	1.75

AMR rates were the lowest of the proposers and they guaranteed ambulance response times that were the fastest—these response times were more stringent than those required in the RFP. AMR also demonstrated the strongest financial strength and stability of the three proposals. The proposal offered a design that integrated services within the three zones and offered significant regional resources, including ambulances and a full back-up dispatch center.

The Committee appreciated the effort that the three proposers put into the process. The Committee also recognized the commitment to serve the community by Stockton Fire Department and Priority One.

The Committee in its work, recognizes the commitment of the County of San Joaquin to improve its EMS system and to ensure quality prehospital patient care. The County must ensure that the EMS Agency has the appropriate resources and expertise to implement and monitor the contract and to continue to improve the system. The Committee strongly urges that all prehospital care providers in San Joaquin County work together to provide seamless patient care.



San Joaquin County Health Care Services

P.O. Box 1020 • Stockton, CA 95201 • (209) 468-6600

04 November 2005

Michael Parker, President and Chief Operations Officer
Priority One Medical Transport, Inc.
740 South Rochester Avenue Suite E
Ontario, CA 91761

Re: Emergency Ambulance Service Request for Proposals (RFP)

Dear Mr. Parker:

The San Joaquin County EMS Agency and I have thoroughly reviewed and considered all of the areas of protest filed by Priority One Medical Transport (POMT) in protest of the Emergency Ambulance Service Request for Proposals recommendation.

The following are the responses to the issues of protest submitted:

POMT Assertion #1: If the EMS Agency did not receive the actual proposal evaluation documentation forms from the proposal review panel, how can the Agency be assured the panel followed the instructions of the Agency? Without proof of written panel member review evaluation forms having been completed, how can the Agency or the County ensure the integrity of the review panel evaluation process?

Section 2.10 of the RFP states that: "The Proposal Review Committee will develop a rating system that may or may not contain a point system. Each reviewer shall rank each proposal according to the individual reviewer's judgment as to the relative merits of the competing proposals."

The integrity of the Proposal Review Committee is evidenced by its report which was individually signed by each committee member. While the instructions to the committee provided individual ranking forms, the committee utilized its discretion to modify that process and did not utilize the individual ranking forms. The documents evidencing consensus of the reviewers' judgment as to the relative merits of the competing proposals have been provided as the permanent record of the committee's decision.

POMT Assertion #2: How could Priority One be rated 3rd in Zones A and C when only two bidders submitted proposals? How could a fair evaluation be applied to Priority One's bid in Zones A and C by being compared to a bidder not competing in those two zones?

The Committee's review examined the overall quality of the proposals. The proposals were ranked as to their overall quality and then applied to the zone configurations.

POMT Assertion #3: We assert bidder's financial strength should be evaluated on a zone-by-zone basis since the RFP was issued for three separate exclusive operating areas.

The report issued by Moss Adams addressed the bidder's credentials and financial strength as delineated in Section 3 of the RFP and the proposed operating budgets required in Section 4.6.

POMT Assertion #4: In reviewing AMR's proposal, we confirmed that AMR did not follow the RFP instructions for completing the 'Acceptance of Minimum Requirements Form' in Attachment E of the RFP.

The use of a check mark instead of initials was determined to be a non-substantive issue that did not impact the proposal.

POMT Assertion #5: In the Moss Adams RFP financial review report of the proposals, they confirm our assertion that the operating budget AMR submitted was flawed and contained mathematical errors.

Based on the presentation of the report by Moss Adams, these were determined to be minor rounding errors that, in the scope of the total proposal, were non-substantive and did not impact the proposal.

POMT Assertion #6: AMR also failed to include dispatch personnel wages (sic) cost in their operating budget as required by the RFP. Further, the AMR budget format submitted in their proposal fails to adhere to the format set forth in the RFP.

Based on the Moss Adams report, the County found that AMR's budget submission was in compliance with the form and the requirements of the RFP. Note that AMR accounted for their dispatch costs under "dispatch fees" rather than under wages.

POMT Assertion #7: We don't believe the proposal review panel ranking recommendation reflects the fact the employee compensation and benefits package we proposed far surpasses the compensation and benefits proposed by AMR.

The Proposal Review Committee had and considered all of the information submitted by all bidders.

POMT Assertion #8: We object to the fact that they proposed reduced rates at the expense of their workforce having the ability to retain a quality living standard

The information submitted by American Medical Response – West meets the requirements of the RFP.

POMT Assertion #9: We assert the review panel ranking doesn't reflect this ambulance system resource reduction plan AMR is proposing for San Joaquin County.

The information submitted by American Medical Response – West meets the requirements of the RFP.

POMT Assertion #10: AMR failed to disclose in its proposal as required by the regulatory actions taken by the federal Medicare program and the Department of Justice regarding billing practices of AMR operating units.

At the mandatory Bidder's Conference held on August 4, 2005, the following clarifying answer on this subject was provided by the EMS Agency: "The bidder must submit all litigation for the bidding entity."

American Medical Response – West is the bidding entity and as such was not required to submit any litigation or regulatory information for other operating entities of American Medical Response. All other regulatory actions and litigation related to American Medical Response – West were disclosed in their proposal.

POMT Assertion #11: We are also concerned that our complete proposal was not published on the EMS Agency website as other bidders (sic) proposals were.

The EMS Agency posted the information submitted by bidders in electronic form. Upon receiving POMT's attachments in an electronic form they were posted on the EMS Agency webpage.

Note: The various reviewers (Proposal Review Committee members, EMS Agency staff, Health Care Services Agency Director) all worked with hard copies of the proposals submitted by each bidder, not the electronic versions.

POMT Assertion #12: We submit our proposed communication systems greatly exceed those proposed by AMR and we do not support the review committee ranking of this item as well.

The Proposal Review Committee had and considered all of the information submitted by all bidders.

In conclusion all issues of protest submitted by Priority One Medical Transport are determined to be without merit and the protest is subsequently denied.

Priority One Medical Transport remains a valued participant in the San Joaquin County EMS System and I look forward to working with you and your organization in the years to come.

Sincerely,

A handwritten signature in black ink, appearing to read "Kenneth B. Cohen".

Kenneth B. Cohen, Director
Health Care Services Agency



San Joaquin County Health Care Services
P.O. Box 1020 • Stockton, CA 95201 • (209) 468-6600

04 November 2005

Mark Lewis, City Manger
Stockton Medical Services
C/O City of Stockton Fire Department
425 North El Dorado Street
Stockton, CA 95202-1997

RE: Emergency Ambulance Service Request for Proposals (RFP) Protest

Dear Mr. Lewis:

The San Joaquin County EMS Agency and I have thoroughly reviewed and considered all of the areas of protest filed by Stockton Medical Services (SMS) in protest of the RFP recommendation.

The following are the responses to the issues of protest submitted.

SMS Assertion #1: In the "Credentials" section of its RFP Proposal AMR materially misrepresented its reputation and its history.

Section 3 of the RFP refers to the overall contractual and regulatory performance of the bidder and not individual instances of operational or clinical deficiencies. The information submitted by American Medical Response – West meets the requirements of the RFP.

SMS Assertion #2: AMR's proposal does not respond to many of the RFP communications requirements.

The information submitted by American Medical Response – West meets the requirements of the RFP.

SMS Assertion #3: AMR's proposal does not include in its budget AMR's full costs for communications and it omits important data.

The report issued by Moss Adams confirms that all costs were appropriately accounted for in the bid documents submitted by American Medical Response – West and that the proposal complied with the requirements of the RFP.

SMS Assertion #4: AMR's RFP proposal materially misrepresents the communications and dispatch center resources that AMR proposes to use in San Joaquin County.

The information submitted by American Medical Response – West meets the requirements of the RFP.

SMS Assertion #5: AMR's response time and unit hour per week numbers misrepresent AMR's actual deployment plan.

The initial deployment plan submitted by American Medical Response – West meets the requirements of the RFP and establishes a "minimum resource deployment for the life of the contract." Additional unit hours are addressed in Section 4.1.2 B of the RFP which states that: "The Contractor shall redeploy ambulances or add additional ambulance hours if the response time performance standard is not met. Failure by the Contractor to redeploy or add ambulance units within two months of notice by the County shall constitute a major breach of contract."

SMS Assertion #6: If AMR's RFP budget accurately had stated the full costs for its deployment plan, AMR would have stated costs comparable to or greater than, the costs included in the City-Rural/Metro budget.

The report issued by Moss Adams confirms that all costs were appropriately accounted for in the bid documents submitted by American Medical Response – West. In addition American Medical Response – West committed to the proposed rates for two years and included a fixed percentage for adjusting rates after two years.

SMS Assertion #7: AMR's deceptive and misleading deployment plan also raises serious issues of public policy.

The information submitted by American Medical Response – West meets the requirements of the RFP.

SMS Assertion #8: The facts do not support the conclusions of the review committee and the Health Services Director that AMR's RFP proposal demonstrated financial strength and stability.

We respectfully disagree.

SMS Assertion #9: The County failed to discern any of the serious errors, omissions, inaccuracies and deficiencies in AMR's RFP response.

We respectfully disagree with this premise.

SMS Assertion #10: The County failed properly to analyze the value of the City-Rural/Metro's sole and total commitment to provide superior ambulance in Zone B.

All of the proposals submitted in response to the RFP were carefully and thoroughly evaluated.

SMS Assertion #11: The County and its agents failed to follow proper procedures to determine whether prior, present or planned future business dealings with AMR created conflicts of interest for the persons appointed to the response review committee.

None of the information provided by Stockton Medical Services demonstrates a conflict of interest on behalf of any of the Proposal Review Committee members. Verification of this was provided to you with each Committee member's Conflict of Interest Statement.

In conclusion all issues of protest submitted by Stockton Medical Services are determined to be without merit and the protest is subsequently denied.

The City of Stockton Fire Department remains a valued participant in the San Joaquin County EMS System and I look forward to working with you and your organization in the years to come.

Sincerely,



Kenneth B. Cohen, Director
Health Care Services Agency

Benefits: Model III

Under Model III, AMR is offering the County the infrastructure and experience necessary to develop and implement a single, integrated EMS, Fire, First Responder, and fire suppression dispatch network. This network will give the County **a single point of accountability for EMS and fire suppression dispatching and resource management**. Highlights of our fully integrated dispatch proposal include the following:

- Provision of industry-leading EMS and Fire dispatch at considerable cost savings as compared with the current system; AMR is proposing low user fees and user-group oversight of rate escalation.
- A brand-new, fully accredited Communications Center, staffed with highly skilled, nationally certified EMDs, as well as certified Emergency Fire Dispatchers (EFDs)
- Independent oversight from a user group comprised of EMS Agency staff, North and South County Fire Department user groups, private ambulance users, and a representative from the County Board of Supervisors, ensuring true accountability and responsive service for the dispatch system
- Performance standards based on nationally recognized accreditation requirements and national standards as established by the County and the LIFECOM user group

All models will feature experienced leadership to oversee implementation of the system and ongoing service to the community.

4.2.2.A. Dispatch Operations

Minimum Requirements: Accept dispatch requirements as described.

AMR accepts all dispatch requirements described on pages 28-29 of the RFP.

We are proposing a brand-new, technologically advanced Communications Center to provide dispatching services and meet all EMD / EFD requirements for San Joaquin County. This center, which is being built to replace our Stanislaus County Emergency Medical Communications Center (Stanislaus Center) is located at 4701 Stoddard Road, Modesto, California, and is scheduled to open in April 2006.

For the purposes of dispatching services for San Joaquin County, this center will be known as LIFECOM; AMR's existing Center is licensed as a secondary Public



AMERICAN MEDICAL RESPONSE

Louis K. Meyer
Chief Executive Officer
Northwest-Plains Region

Phone: 925-454-6020
Fax: 925-454-6008

Date: August 16, 2005

VIA FACSIMILE

Michael Pretz, Chief
Lodi Fire Department
25 East Pine Street
Lodi, CA 95240

RE: Proposed Subcontract

Dear Chief Pretz:

This letter will confirm our most recent telephone conversation in which I affirmed AMR's willingness to enter into a subcontract arrangement with Lodi as set forth in my letter of April 20, 2005. As you know, AMR's position has been that any arrangement between the parties must be consistent with applicable laws and the terms of the request for proposals issued by the County. We believe it would be possible to finalize the proposed financial relationship between AMR and Lodi in a manner that meets both of these criteria, and believe we were well on the road to finalizing such an arrangement when our separate negotiations with Stockton reached an impasse. We do not believe our impasse with Stockton constitutes an impediment to finalizing a proposed arrangement with Lodi that meets the foregoing criteria, and would be pleased to proceed with further discussions toward that goal.

We look forward to hearing from you if you would like to proceed as discussed above.

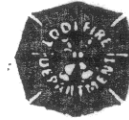
Very truly yours,

Lou Meyer
Chief Executive Officer
Northwest - Plains Region
American Medical Response West, Inc.



CITY OF LODI FIRE DEPARTMENT

25 EAST PINE STREET
LODI, CALIFORNIA 95240
ADMINISTRATION (209) 333-6735 FIRE PREVENTION (209) 333-6739
FAX (209) 333-6844



Verne Person
Fire Marshal

Michael E. Pretz
Fire Chief

Kevin Donnelly
Operations Chief

George Juelch
Battalion Chief

Jeff Larson
Battalion Chief

Ron Penix
Battalion Chief

Ron Heberle
Training Officer

September 7, 2005

Lou Meyer
Chief Executive Officer
Northwest-Plains Region
American Medical Response West, Inc
7575 Southfront Rd.
Livermore, CA 94551

Dear Lou:

As you know, the City of Lodi has been following the developments relating to the County's Response for Proposal for exclusive operating areas. The City of Lodi, through the Lodi Fire Department, is interested in forming a partnership with the selected ALS ambulance provider in order to preserve our ability to serve our community at our present level of service. We would also like to explore the ability to increase our level of service from Basic Life Support (BLS) to Advanced Life Support (ALS).

We are sending this letter to all of the entities that submitted a Letter of Intent to submit a proposal. We will not commit to any provider until the RFP process has been concluded. At the conclusion of the bid process, however, we are looking forward to discussing a future partnership. It is our hope that such a partnership will be included in the final contract with the San Joaquin County EMS Agency. If you have any questions or would like to discuss the matter, feel free to contact me.

Sincerely,

Michael E. Pretz, Fire Chief
City of Lodi Fire Department

cc: SJC EMSA

Attachment K: Proposed Ambulance Rates

Bidder	Priority One Medical Transport, Inc.			
Zone	A	B	C	Based on proposed rates under option (circle) A B

The undersigned company, a prospective bidder to provide emergency and advanced life support ambulance service for the County of San Joaquin, recognizes that public health and safety requires assurance of safe, reliable, and cost-efficient ambulance service. The bidder shall commit that rates in effect at the time of contract execution remain in effect for two years.

Advanced Life Support		Basic Life Support	
Emergency Base Rate ALS1 (A0427)	\$930.40	Emergency Base Rate (A0429)	\$585.00
Emergency Base Rate ALS2 (A0433)	\$1,090.00		
Emergency Response with patient contact with or without transport	\$95.00	Emergency Response with patient contact with or without transport	\$95.00
Night Charge	\$78.00	Night Charge	\$78.00
I.V. Therapy (A0394)	\$35.00	I.V. Therapy	Not in Scope
Universal Precautions	No Charge	Universal Precautions	No Charge
Other	\$0.00	Other	\$0.00
Wait Time (A0420) per 1/4 Hr. 1st 1/4hr. N/C	\$35.00	Wait Time (A0420) per 1/4 Hr. 1st 1/4hr. N/C	\$35.00
Additional Attendant (A0424)	\$60.00	Additional Attendant (A0424)	\$60.00
Determination of Death (A0429)	BLS Base Rate	Determination of Death (A0429)	BLS Base Rate
Treat and Release	\$125.00	Treat and Release	\$165.00
Mileage (per mile)	\$19.75	Mileage (per mile)	\$19.75
Standard Treatment Charges			
Bandages	\$19.50	Intubation	\$45.00
Cardiac Pacing	\$0.00	Meds Administration	SJGH Rates
Cervical Collar	\$32.25	Oxygen (A0422)	\$69.00
CID/Sand Bags	No Charge	Pulse Oximetry	\$62.25
CPR	No Charge	Service Charge/Dry Run No Pt. Contact	No Charge
		Easy IO (at cost)	\$90.00
Defibrillation Pads/Pacing Pads	\$75.00	Backboard, rigid splints, KED	\$36.35
EKG- Standard 3-Lead	Included in Base	Suction	\$25.00
EKG 12-Lead with interpretation	\$90.00	Traction Splints	\$64.75
Extrication (Minor)	see wait time rate	Obstetrical Kit	\$35.25
Extrication (Major)	see wait time rate	Burn Kits	\$35.25

Proposed ambulance rates (page 2)

Bidder	Priority One Medical Transport, Inc.				
Zone	<u>A</u>	<u>B</u>	<u>C</u>	Based on proposed rates under option (circle)	<u>A</u> <u>B</u>

The undersigned company, a prospective bidder to provide emergency and advanced life support ambulance service for the County of San Joaquin, recognizes that public health and safety requires assurance of safe, reliable, and cost-efficient ambulance service. The bidder shall commit that rates in effect at the time of contract execution remain in effect for two years.

<u>Advanced Life Support</u>		<u>Basic Life Support</u>	
Emergency Base Rate ALS1 (A0427)	\$1,040.00	Emergency Base Rate (A0429)	\$685.00
Emergency Base Rate ALS2 (A0433)	\$1,200.00		
Emergency Response with patient contact with or without transport	\$95.00	Emergency Response with patient contact with or without transport	\$95.00
Night Charge	\$78.00	Night Charge	\$78.00
I.V. Therapy (A0394)	\$35.00	I.V. Therapy	Not in Scope
Universal Precautions	No Charge	Universal Precautions	No Charge
Other	\$0.00	Other	\$0.00
Wait Time (A0420) per 1/4 Hr. 1st 1/4hr. N/C	\$35.00	Wait Time (A0420) per 1/4 Hr. 1st 1/4hr. N/C	\$35.00
Additional Attendant (A0424)	\$60.00	Additional Attendant (A0424)	\$60.00
Determination of Death	BLS Base Rate	Determination of Death	BLS Base Rate
Treat and Release	\$125.00	Treat and Release	\$165.00
Mileage (per mile)	\$21.75	Mileage (per mile)	\$21.75
Standard Treatment Charges			
Bandages	\$19.50	Intubation	\$45.00
Cardiac Pacing	\$0.00	Meds Administration	SJGH Rates
Cervical Collar	\$32.25	Oxygen (A0422)	\$69.00
CID/Sand Bags	No Charge	Pulse Oximetry	\$62.25
CPR	No Charge	Service Charge/Dry Run No Pt. Contact/ Cancelled by Fire PTA	No Charge
		Easy IO (at cost)	\$90.00
Defibrillation Pads/ Pacing Pads	\$75.00	Backboard, rigid splints, KED	\$36.35
EKG- Standard 3-Lead	Included in ALS Base Rate	Suction	\$25.00
EKG 12-Lead with interpretation	\$90.00	Traction Splints/ Air Splints	\$64.75
Extrication (Minor)	See wait time rate	Obstetrical Kit	\$35.25
Extrication (Major)	See wait time rate	Burn Kits	\$35.25

SCENARIO #1: A 56 year-old male is complaining of chest pain. This call occurs at 2:00 a.m. and the patient's home is 12 miles from the closest hospital.

[illegible]

SCENARIO #2: A 25 year-old unconscious diabetic is treated with glucose and refuses treatment signing out AMA. Field personnel spend 45 minutes on this call prior to clearing.

[illegible]

SCENARIO #2: A 25 year-old unconscious diabetic is treated with glucose and refuses treatment signing out AMA. Field personnel spend 45 minutes on this call prior to clearing.

[illegible]